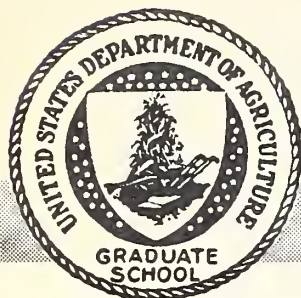


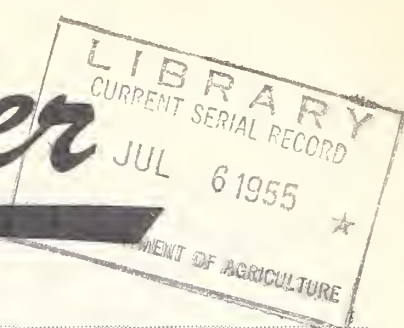
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Newsletter



GRADUATE SCHOOL ★ USDA

April 29, 1955

To the Faculty, Committee Members and
others associated with the Graduate School:

We need to develop an indigenous American doctrine of public service--
in the opinion of Wallace S. Sayre, professor of government at Columbia
University.

In his talk, "The Public Service--It's Future Status," the final lecture in the Jump-McKillop series for 1955, Dr. Sayre examined the Federal civil service in the light of three distinctive features and the dilemmas each creates. These are:

(1) The civil service is highly specialized. This reflects the emphasis our society places on the value of specialization and results in a high level of quality of expertness. But it is costly in this sense--it often stands in the way of public interest and of a balanced political arrangement. The specialist has a tendency to depart from democratic values. He is not disposed to take a global view. He tends to maximize the objective of his program and to minimize its acceptance. Solutions for this dilemma may be found in a senior civil service with rank in person rather than in the job, in executive development programs, and in the recruitment of an increasing number of young generalists. Other approaches will also be needed.

(2) The civil service has a decisive role in making public policy. This flows from the functions of initiating and recommending policy, reviewing, analyzing, and criticizing proposals, and discretion in carrying them out. It also emanates from close working relationships with other sources of power. One approach to this problem often suggested is the British view that sees the civil servant as a neutral figure. Dr. Sayre pointed out that this does not fit the American civil servant. He is decidedly masculine in viewpoint. He tends to participate rather than withdraw. He thinks of himself as a brain--not an interchangeable machine. The dilemma must be worked out in terms of our own culture.

(3) There is uncertainty, ambiguity, and dissatisfaction about arrangements for leadership control in Federal civil service. This stems from the fact that at least five contenders seek to manipulate the staff--the president and agency heads, Congress, the majority party, interest groups, and specialized career officials. Solutions may be found in new emphasis upon executive responsibility but the problem remains a serious one.

Two new certificates of accomplishment are being added to the GS list. They will be granted to students who complete organized courses of study in surveying and mapping.

The first--an undergraduate certificate--requires 28 semester hours with grades of "C" or better in a course of work that includes: Elementary Surveying, Topographic Surveying, Photogrammetry I and II, Aerial Photographic Interpretation, Applied Mathematics for Cartographers, Map Projections and Grid Systems, and Cartographic Techniques and Map Reproduction.

The second--an advanced certificate--includes the following required courses: Astronomy for Engineers, Geodetic Surveying, Computation and Adjustment of Geodetic Observations, Photogrammetry III and IV, Large Scale Maps, Small Scale Maps, and Theory of Geodesy.

Related electives for both certificates are: Route Surveying, Advanced Aerial Photographic Interpretation, General Geology, Practical Geology, Elementary Photogeology, Practical Electronics, General Oceanography, General Meteorology, and Introduction to Official Writing.

Equivalent courses will be accepted by transcript from other institutions to meet a part of the certificate requirements.

The course of study was developed by W. S. Higginson, Ray A. Kelsey, and Robert H. Randall, Jr., of the committee on surveying and mapping.

Another example of how modern advances in technology help to shape the GS program can be seen in a new course to be given this fall. It's called "Transistor Electronics." The instructor will be Albert Marvin Rubenstein, an electronics engineer at Navy's Bureau of Ships. Mr. Rubenstein, who is a graduate of Brooklyn College, did graduate work and taught at the University of Maryland.

Federal personnel training officers often use GS instructors in training programs. A recent example comes from Hans Hoiberg of REA who tells us that Grant Youmans gave an excellent talk on the human factors in management for the group taking part in REA's executive development and supervisory training program. Dr. Youmans, who is on the staff of Public Health Service, teaches Sociology and Human Relations in Administration in the Graduate School.

"People expect a higher probity in public service today than they ever have before in this country. They are shocked by things which 20, 35, 50 years ago would have been considered normal."

The quotation is from Herbert Emmerich's lecture on ethics in public administration, March 9, the second in the Jump-McKillop Memorial Lectures for 1955.

Dr. Emmerich believes that the role of the Federal Government in regard to probity is good. The occasional lapses from it not only show how seldom they occur but how our standards are increasing.

In outlining opportunities for ethical misconduct he touched on the close connection between private interests and government regulations and subsidy that has come with the great growth of government in recent years.

While equal treatment and service for nearly all citizens if possible is hard to maintain precisely, Dr. Emmerich points out that it can be emphasized--from the supervisor who tries his best to give members of his staff equal treatment to the official who is confronted with conflicting loyalties.

Dr. Emmerich favors adding training courses in ethics to all in-service programs. "These are the problems that people suppressed are afraid to mention. If the supervisor would bring them up and try to get some suggestions, it would be a relief to employees who are pent up with some of these things." Dr. Emmerich went on to say it would also help officials think through some of the more difficult problems that come through conflicting loyalties--to government and other interests on the outside.

You are invited to join the Adult Education Club of Washington. Leaders of the group that has been meeting informally this past year have decided to set up a formal organization with four general meetings during the year and with sections devoted to the varying interests in this field. I have represented GS in the informal meetings and I have been interested to see the number and scope of adult education activities in this area. We will have more information on the new organization in later issues of the Newsletter.

President Hurst Anderson of American University will speak at a GS faculty luncheon on May 3. We hope you will join us. Call Mrs. Ruth Carlock, 6337, for reservations.

Did you read?

Mrs. Roosevelt's letter in the March 21 issue of the Washington News? She told of meeting FAO Director P. V. Cardon in Rome and expressed the wish that everyone could hear him tell the story of the service FAO is doing in the world.

Vera Jensen's article on the work of the Graduate School in the spring issue of ADULT EDUCATION? We think it is an excellent presentation of the history, objectives, and activities of GS. A reprint will be sent to you as soon as copies are available.

Out-of-town meetings on the GS calendar include:

The American Association of Collegiate Registrars and Admissions Officers in Boston, the week of April 18. Louise Sullivan will attend.

The National University Extension Association at University Park, Pennsylvania, May 1. Chris Henderson of the GS General Administration Board and I will attend.

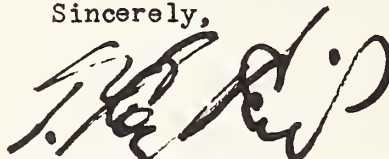
Each course in the special program of four courses in public administration for Federal personnel at Temple University, this spring, will carry one hour of credit that may be applied toward a certificate awarded by the Temple School of Business and Public Administration or toward a B.S. degree.

This program introduces GS-type courses for Federal employees in the Philadelphia metropolitan area and has been arranged cooperatively by the Philadelphia Federal Personnel Council, USDA Graduate School, and Temple. Assistant Director O. B. Conaway represented GS in formulating the plans.

The courses and instructors are: (1) Federal Accounting Procedures--Norman J. Kujawa, deputy head of the accounting department of the clothing depot, Marine Corps, and Earl J. Loser, head of the accounting division of the U. S. Mint; (2) Federal Management Planning--Isadore Axler, head of the

organization and management division of the Frankford Arsenal, Walter Edmiston, head of management planning and review, Shipbuilding Scheduling Activity, and James Rath, Jr., chief of the methods branch, Valley Forge Army Hospital; (3) Government Procurement--Michael Barnhart, head of the procurement division, submarine supply office, Navy, and Thomas Rooney, procurement officer, quarter-master corps depot, Army; and (4) Human Relations in Supervision--George T. Drummond, district personnel relations officer, Veterans Administration, and Leon F. Green, civilian assistant to the industrial relations officer at the clothing depot, Marine Corps.

Sincerely,

A handwritten signature in dark ink, appearing to read 'T. Roy Reid', written in a cursive style.

T. Roy Reid
Director